

Climbing the ladder . . .

TREND SETTER--Dave Stiefvater, the first in the state to earn a General Journeyman Electricians License, completes renovation work on an antique light on a walkway along a railroad overcrossing in Nyssa. The apprenticeship course requires four years on-the-job training and a mentor, like Rod Jones, Region 5 electrical supervisor, who is shown here peering up the ladder.

Women, minorities move up in ODOT

Five years ago, when ODOT employees were asked whether the department "takes Affirmative Action seriously enough," the reaction was mixed.

"Yes in theory, no in practice," a DMV secretary told VIA. A design engineer in Bend said he thought "there's a lot of inequity within the positions traditionally held by men and women in the Highway Division."

Times have changed.

An Affirmative Action year-end report summarizing progress made during fiscal 1985-86 indicates that 7.6 percent of the ODOT workforce is represented by racial and ethnic minorities, compared to 6.7 percent for other state agencies as of June 30.

Overall, female representation increased from 24.6 percent to 25.4 percent during fiscal 1985-86, and minority representation went from 7.0 to 7.6 percent.

The report indicates that more women and minorities have entered both professional and maintenance jobs at a significant rate.

On a department-wide basis, women showed an increase of 22 in the professional group and 19 in the maintenance category. Minority employees increased by 11 in

the professional positions and by 13 in the maintenance category.

For the first time on a department-wide basis, parity was

achieved in three categories: minorities in the professional category; women in the technicians group; and minorities in the technicians group.

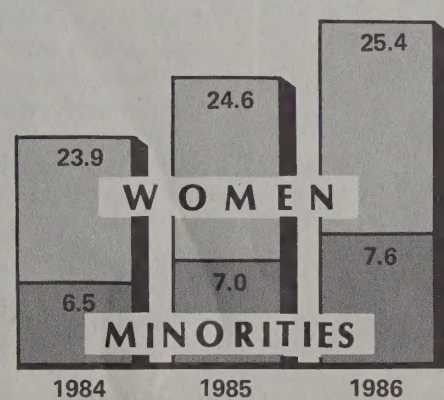
Civil Rights Section Manager Vicki Nakashima considers the report a positive indication, but no milestone.

"Affirmative Action has made a significant gain over the past year, but what we're more concerned with is that we're making progress."

See CIVIL RIGHTS, Page 3

Affirmative Action

Percent of Total Workforce



Holiday events

Thanksgiving hasn't even arrived yet, but ODOT employees are already busy planning activities centered around the Christmas holiday.

Some of those activities include:

- Toys and Joy for Needy Kids (Salvation Army)--Nov. 25 and Dec. 16. Deposit unwrapped toys in toy box in lobby of Transportation Building.

See HOLIDAY, Page 6

ODOT employees turn to Cascade for counseling

ODOT employees have found Cascade Counseling Center to be the place to turn when they need help.

In the first three months since ODOT and 18 other state agencies jointly contracted with the service, more people than ever before have sought the Salem-based firm.

The reason for the increased counseling load has been Cascade's emphasis on self-referral, according to Dave White of the ODOT Employee Safety Office. Each case is kept confidential; the state has no access to its records.

The department's former employee assistance program was

conducted largely by referral through White.

Of the 73 ODOT employees and their family members who sought assistance through Cascade from July 1 through Sept. 30, 68 went on their own. Only five were referred by management.

Before ODOT contracted with Cascade, requests for counseling were "few and far between," White said. He estimated an average of two dozen employees statewide per year had used the former employee assistance program.

Marriage and/or divorce adjustment problems ranked highest (16 cases) among reasons for seeking

counseling during the first three months of the contract period.

Depression/anxiety was the second most frequently cited reason for seeking counseling (11 cases), while family problems was third (10 cases) followed by problems with alcohol/substance abuse, financial/legal, and life adjustment problems (seven cases each), and stress management and other relationships (five cases each).

The "work-related problems" category was ranked last of the 10 reasons for seeking counseling.

Of the 64 ODOT employees seeking assistance, half were men and half were women. Eight

employees went to counseling with family members, while nine cases involved family members who went alone.

Fifty-five Highway Division employees and their family members used Cascade Counseling.

Eight were from Motor Vehicles, two were from Parks and Recreation and eight were from "other divisions" (report clustered Public Transit, Aeronautics and Central Services).

Twenty-eight of the ODOT employees who used Cascade Counseling were between age 40 and 49; 23 were age 30-39; 14 were

See COUNSELING, Page 6

HIGHLIGHTS OF THIS ISSUE...

3 PAGE The audience for the "ODOT Update" video series is expanding, a recent poll shows.

4 PAGE Goose finds a home at Deschutes Recreational Area--and adopts surrogate mother.

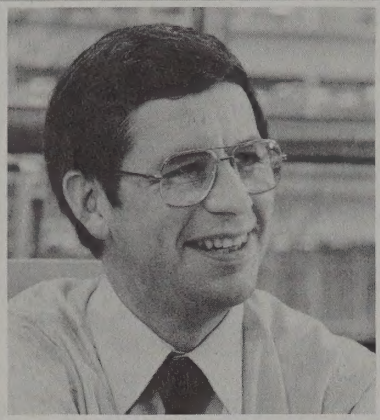
5 PAGE New materials lab construction is underway. Available space is expected to double.

8 PAGE Candid Comments: "How is the Developmental Assignment Program working out for you?"

A message from the director ...

Performance appraisals.

They have been described as the most important job that a manager has to do and the most difficult or onerous task that one has to face. Some would agree to both statements. I prefer the first.



I believe that performance appraisals represent an excellent opportunity for a serious discussion between managers and their employees. It is a chance to set forth and agree upon expectations, to let one another know what is going well and what can be improved; to focus on necessary training and development; to discuss affirmative action efforts; and generally to improve communication and job performance.

I find the form and the paper that is generated much less important than the conversation and communication. Ideally, this happens much more often than once per year. To the extent that we improve our day-to-day communication, the annual appraisal becomes less important.

BETTER ENFORCEMENT, SIMPLER FORMS

As a department, we are getting better. Everyone at Salary Range 32 and above has completed all of their performance appraisals. This is probably the first time in ODOT history that this statement can be made. Throughout the department, we have pockets of outstanding efforts on preparing performance appraisals and of areas where we need to improve.

This year, we will simplify the forms for management service employees. Also, we will have better record-keeping so that one can tell how well our units are doing in completing appraisals. I want to make sure that we do this task well throughout the organization.

Our efforts will be designed to avoid any major new thrusts or new paperwork. We want to deal with forms that help us rather than get in our way. Suggestions will be provided on how to prepare appraisals.

We will be a stronger organization as we improve our communications on work expectations and performance. We are doing lots better in this area than several years ago, but we still have a way to go.

SHARE IN LIGHT-RAIL SUCCESS

Elsewhere on this page is a letter from Senator Mark Hatfield complimenting us on our role in making light-rail operational in Portland.

There has been lots of attention focused on our improvement of the Banfield Freeway. Senator Hatfield is recognizing many other department efforts which went into planning the light-rail system--doing the preliminary engineering through the environmental impact statement, acquiring the right-of-way, reconstructing the Steel Bridge and generally working with Tri-Met to make sure that the joint project was completed on time.

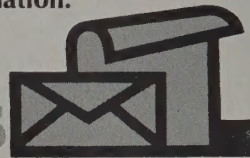
We should be pleased with the success of the light-rail system to date. A number of our employees should also take some pride, not only in the quality of the freeway but in the fact that light-rail is operating successfully.

Fred Miller



JAMMING--The "Traffic Jammers," a choral group, has plans for the holiday season, during the Annual Tree Trim and the Annual Retirees' Luncheon, both on Dec. 12 at the Transportation Building, and at the ODOT Family Day, also in Salem. The "Traffic Jammers" invites new voices; contact Jack Solterbeck (378-6202) for more information.

Letters



Light-rail commitment

Fred Miller
ODOT Director:

Let me extend my congratulations to you on the completion of a major project. I know you must be very pleased that the new light-rail line has finally become a reality.

Because I know that there are dozens, if not hundreds, of individuals who contributed their time and energy to this endeavor, it is my hope that you will extend my appreciation to each of them in light of all the hard work that they did.

Without the people who are genuinely committed to a project and are willing to give their all, such things like the light-rail would never come to fruition.

In addition, I know that expanding the Banfield Freeway was a major accomplishment and I send my congratulations to all.

Kind regards.

Mark O. Hatfield
U.S. Senator

Saved the day

On Sept. 18, I was towing my Airstream trailer south on I-5 when a small, hot water hose from the water pump on the towing vehicle split and the cooling system broke.

My wife saw one of your highway trucks approaching in the north-bound lane. She signaled, and your highway truck proceeded to a cross-over and turned south to investigate our problem.

Mr. Claire Fox, who evidently

was in charge of the crew, used my tools to remove the broken hose, then volunteered to go to the next town to find a replacement. When he returned, he installed the new hose, refilled the radiator with anti-freeze and would accept payment only for the cost of the replacement hose.

Thanks to Mr. Fox, and also to his crew members, Mr. Kevin McAhrn and Mr. Ernest Hopkins. Needless to say, these men "made our day."

Mr. and Mrs. Robert A. Henry
Glendora, Calif.

Volunteer convoy guide

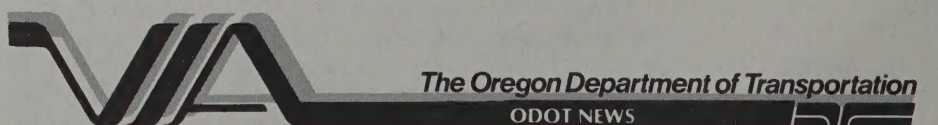
Weighmaster Office, Salem:

For several days in September, Heavy Hauling Co. had been moving scrap transformers from Washington state to Salem. The loads were "high," requiring extensive out-of-the-way routing.

Two of our trucks were en route to Salem with two such loads when they were stopped at the Woodburn scales. Our drivers were discussing their route with the weigh officers in the scale office when one of the weighmasters, Roger Banks, was just going off shift.

Mr. Banks offered to escort our trucks to their destination, as our drivers and the pilot cars are unfamiliar with the route. He took time--his own time--to go with our trucks, show them the route and deliver them to their destination in Salem.

Gayle E. Sims, bookkeeper
Heavy Hauling Co., Inc.



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Director
Fred Miller

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ON THE SET--During a break in the taping of October's edition of "ODOT Update," Ann Snyder, director of the video series, keeps the conversation casual. Snyder surveyed 400 employees to find what shows have been watched and what topics interest viewers.

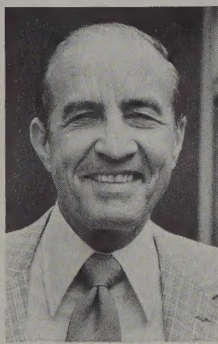
Burket works with Canada on Loran C to cut system costs

Aeronautics Division Administrator Paul Burket is making international headway by working together with Canada on the Loran-C navigation system.

Burket told an audience at Canada's National Airspace Review Meeting that the U.S. and Canada could save both time and money if they work together to fill the Mid-continent Gap.

Currently, Loran-C is in place along both coasts, but it has not yet been developed in the central portions of Canada and the U.S.

If that's accomplished, fewer transmitters would be required in the electronic navigation system, Burket said. With the Loran-C system, "chains" of transmitters operate a system of triangulation, according to Burket.



Paul Burket

The British Columbia Provincial Director invited Burket to the meeting as chairman of the National Association of State Aviation Officials' Loran-C task force. His work on that committee has placed Oregon at the forefront of Loran-C testing in this country.

"The time it takes an electronic signal to travel from one transmitter to a receiver aboard an aircraft is compared with the time it takes a signal from a second transmitter to travel to the aircraft," Burket said.

Civil Rights...

Continued from Page 1

Although the report confirms that, Nakashima considers the real progress to be in the attitudes of ODOT managers.

"We don't tell management that they have to hire so many women, so many minorities," she said. Instead, the program focuses on recruitment and training to build a list of qualified applicants.

"There have been major improvements in the level of understanding of how a good affirmative action program should work too. It's been helpful to see that attitude spread through top-level management ranks."

Indeed, ODOT Director Fred Miller echoed that claim.

"Affirmative Action has gotten a high priority since I took this job," he said. "Obviously, this report indicates my message has been taken seriously."

"The responsibility for making this program work has come from management and I think that's been helpful," Miller said.

Also in the report:

- Highway Division accounted for much of the affirmative action progress. Engineering Aides

showed an increase in female representation from 35.5% to 36.4%, well above parity (26.8%), and a rise in minority representation from 10.5% to 14.8% (parity 7.3%).

- Parks Division had substantial increases in both female and minority representation. Overall, female representation increased from 20.9% to 24.19% and minority representation grew from 7.1% to 9.2%. More females entered the skilled craft and maintenance categories, with gains of 4.7% to 12.9% and 12.0% to 13.1%, respectively.

- Motor Vehicles Division showed increases in both females (gain of 2) and minorities (gain of 1) in the professional group.

- Central Services showed positive gains, with more women entering the officials and administrators category (from 15.6% to 20.6%) and the professional category (from 29.8% to 32.8%), which is now above parity.

- Public Transit Division gained both female and minority representation in the professional group.

- Aeronautics Division showed no change during the year other than the retirement of one white male employee.

'ODOT Update' video generates new interest

More ODOT employees than ever are watching the monthly "ODOT Update."

That finding is the result of the latest annual "ODOT Update" survey of department employees, according to Ann Snyder, public affairs specialist and director of the video series.

"We surveyed 400 employees at random within ODOT to see which shows they had watched over the last year and which of those they had been interested in," Snyder said.

Snyder found that a minimum of 37 percent and a maximum of 72 percent of the respondents had been interested in the programs.

"Our biggest draw turned out to be the show we did on the classification study. That's the program that had the biggest viewership (54 percent saw the program) and drew the most interest (72 percent said

they were interested in the video topic)."

Those who didn't see the program were unable to because of work schedule conflicts, Snyder explained.

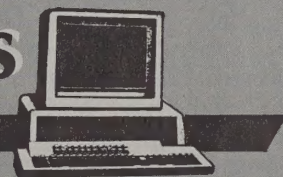
Running a close second was the annual interview with ODOT Director Fred Miller. Fifty-eight percent of the respondents had seen that show and 65 percent expressed interest.

"In general, whenever we have Fred on the show, we draw much higher ratings. He's definitely our biggest star."

In general, viewership has increased steadily over the last year, Snyder said.

"We've made a lot of progress in reaching our employees around the state. They seem to want more videos and offered a lot of ideas for future program topics. It's good to see that level of interest."

News briefs



Public Transit names rideshare coordinator

Sandy Coslow has been chosen as the new rideshare coordinator for Public Transit Division.

Coslow, an 11-year ODOT veteran, most recently worked for the Division of Motor Vehicles as an assistant region supervisor in Field Services.

In the long-term, Coslow will work on a statewide crisis plan that would immediately implement car pools and van pools in the event of a transit strike, fuel shortage or other emergency. She also hopes "to improve the transportation and parking situation in the Capitol Mall."



Sandy Coslow

ODOT wins 'Keep America Beautiful' citation

ODOT has received a Distinguished Service Citation in the annual Federal Highway Administration/Keep America Beautiful competition.

First place was won by the Tennessee DOT and the Texas State Department of Highways and Public Transportation took second. Last year, ODOT won first place.

Medic Alert Week contribution lauded

Medic Alert Week, held every spring for the past 30 years, is a chance to recognize an information system used to tell physicians of a person's emergency medical condition.

The program is perhaps best known for its bracelets and necklaces used to identify people with diabetes, allergies or a heart condition, for example.

This year, ODOT was recognized for its participation in Medic Alert Week--for distributing Medic Alert brochures to ODOT employees statewide and for talking about the program during its annual first aid classes.

Phone cutover may leave temporary problems

Some Salem area ODOT employees may find their phones don't work as well as they have been when they return to work on Monday, Nov. 24.

That's the day following a weekend-long conversion to new telephone network switches, from Pacific Northwest Bell (Centrex) to a state-owned switch, located in the Revenue Building.

So if you find your phone has lost a feature it used to have--or if it simply doesn't work--when you return to work Nov. 24, contact Bud Bibelheimer, telephone coordinator for the ODOT building at Administrative Services, 378-5276.

Signs on I-84 to mark old Oregon Trail

By Ed Schoaps
Public Affairs Specialist

To most, the Oregon Trail is just a legend--a story learned in school or seen in the movies.

But it existed--a 2,000-mile path from Missouri to Oregon that thousands took in the middle of the last century, looking for a new life.

The rutted trail is mostly gone now. Whole sections of the trail have fallen prey to the farmer's plow, urban growth and modern highways.

Preserve, promote history

But the efforts of the Oregon Trail Advisory Council, the State Historic Preservation Office and the Highway Division will soon change all that. Together, they seek to promote public awareness of the trail and encourage development and protection of historic sites and recreational resources along the route.

The council wants to put up signs along Interstate 84 to mark the approximate "Route of the Oregon Trail" before the beginning of the next tourist season.

Plans call for locating signs along I-84 about every 10 miles when the trail route is within five miles of the freeway and within the same geographic feature--the same valley or plateau, for example.

Traveling the trail

"Many people don't realize that when they drive I-84 west of Farewell Bend, they are on the modern-day equivalent of the old Oregon Trail," said L.E. "Bud" George, the Highway Division's state traffic engineer who, with David Powers, manager of the Parks Division's Historic Preservation Office, is an advisor to the trail council.

The signs will also direct travelers to Oregon Trail information shelters located in state parks and highway rest areas along the free-

way. The shelters feature exhibits about pioneer travel on the old Oregon Trail and were built by the Parks Division in the late 1970s.

Together with the shelter displays, the new signs are designed to give travelers an idea of what life on the old Oregon Trail was like--and how the attraction of the West inspired so many to risk the grueling trek.

Long and laborious task

The council is also trying to encourage both public and private landowners who own portions of the trail to identify, mark, preserve and protect them and provide public access to existing trail remnants.

Some segments are already on the National Register of Historic Places. The council wants the entire Oregon portion identified in a 1981 National Park Service

study placed on the register, said Powers.

"The rutted trail is mostly gone now. Whole sections of the trail have fallen prey to the farmer's plow, urban growth and modern highways."

"The biggest challenge is the multitude of ownerships and the tremendous amount of historical research that has to be done to prepare the nominations," said Powers. It's important to protect what's left of the trail for future generations, he said.

"The Oregon Trail is about immigrants--family groups who

intended to settle permanently," said Powers. That's different from the California Trail, which "was used by fortune-hunters who had no intention of settling," he said.

Beginning in 1842, the wagon road leading from Independence, Mo., to Oregon City was the major route for thousands of hopeful settlers headed for the "promised land" of the Willamette Valley.

In 1843, the first major wagon train--popularly known as the "Great Migration"--had 875 men, women and children.

In the peak year of 1847, as many as 4,000 to 5,000 people used the trail on a journey west that typically lasted from early spring to late fall.

After completion of the trans-continental railroad, the trail fell into disfavor, but continued to be used into the 1880s.



ON THE TRAIL--Westward bound travelers on the Oregon Trail used Chimney Rock, pictured here on the horizon, as a landmark and motivation for their travels. The Oregon Trail Advisory Council hopes to promote public awareness of the trail and encourage development and protection of historic sites and recreational resources along the route.



MOTHER OF GOOSE--Suzie Eddins, a park aide at Deschutes Recreation Area, is the unofficial surrogate mother of "Bosco," a gregarious Canada goose.

A mother-of-geese story

A gregarious Canada goose has made a home for himself at the Deschutes Recreation Area.

The goose has been dubbed "Bosco" by Suzie Eddins, a park aide, who has become a surrogate mother for the friendly gander.

"He runs around and makes friends with the campers," says Eddins.

Bosco was transported to the park from The Dalles by Department of Fish and Wildlife workers in early summer.

Sporting down feathers and broken leg, the young honker immediately took a liking to the park staff and campers.

Instead of mingling with the local gaggle of geese, Bosco chose to be different. When his peers flew away to avoid campers, Bosco walked into camp and made himself at home.

And he's been there ever since. "Bosco likes to be with people,"

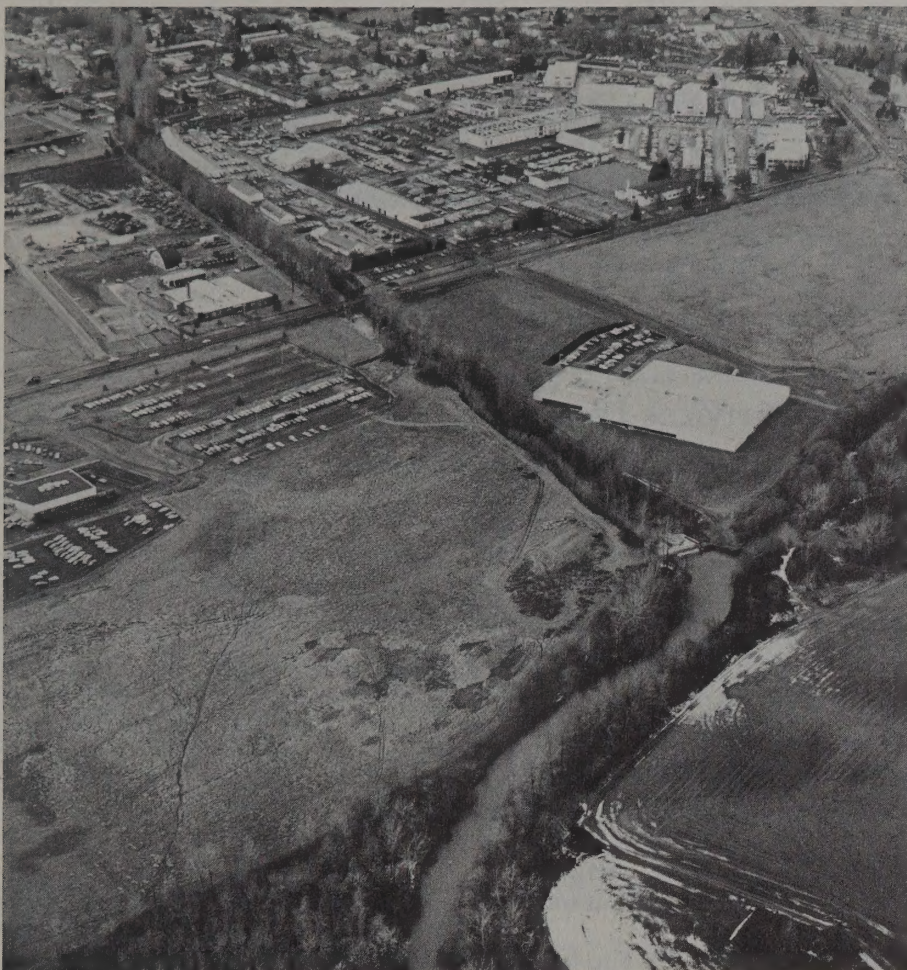
Eddins says. He hasn't been a nuisance and, like a good parasite, Bosco eats the bugs splattered on wheels and RV bumpers.

Eddins--who was named Bosco's "mother" by camper consensus--keeps tabs on such vital information as: Bosco's favorite foods (seven-grain bread, cinnamon rolls and donuts) and favorite sleeping spots (by RV tires and outside tents).

Twice, park staff tried to usher Bosco back to the flock, to acclimate him to his natural habitat. Both attempts failed miserably.

First, Bosco was trucked 12 miles down the river and released. On the trip back home, he flew alongside the truck, back to Deschutes and home base. The second time, when park staff took Bosco down river by airboat, he decided to skip the flight and ride back instead.

At last report, Mother Eddins had given up trying to relocate Bosco.



MATERIALS TESTING LAB SITE--Construction began Oct. 17 on the new Highway Division Materials Testing Laboratory in east Salem. The location of the \$5.3 million facility is in the foreground. At the bottom left is the State Motor Pool; and at top right is the current lab.

Construction starts on new Materials Lab

Construction crews moved onto the site of a new \$5.2 million Highway Division Materials Testing Laboratory last month.

Ground preparation, such as the removing of sod, began Oct. 17. Primary contractor is Lantz-Mattson of Salem.

Located behind the State Motor Pool in Salem, the building will be constructed from detailed architectural plans drawn up in 1974 when funds were authorized for a new building, but later withdrawn.

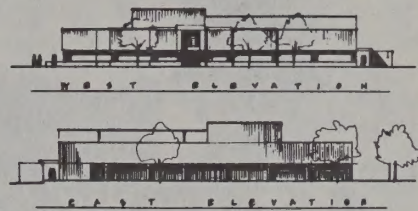
The plans call for a one-story, 40,000-square-foot building. That represents an increase from the current building, just 14,000-square-feet, that was built in 1940 on the eastern outskirts of Salem.

Maintenance Engineer Jack Sullivan said current guidelines recommend 600 square feet of space per employee. With the current building, the lab has about 230 square feet for each of its 60 employees.

Workers' desks crowd each other, employees conduct tests in their offices and several peoples' offices and lab space are at

opposite corners of the building, he said.

Portions of the current building were not designed as testing space, so electrical, plumbing and ventilation systems are inadequate in many areas, he said.



"For testing purposes, the current lab has been outmoded for 15 years," he said.

The Highway Division now uses more materials, and there are more tests for each material, he said. Lab personnel use more testing equipment and the lab's involvement in research has increased, Sullivan said.

Atiyeh gives wellness program award to ODOT

Gov. Vic Atiyeh's Council on Health, Fitness and Sports recognized ODOT "for developing a wide-ranging program to improve the health and fitness of its 4,800 employees."

Atiyeh presented the employee program award--part of the Oregon Health, Fitness and Sports Leadership Award program--in Portland Oct. 15.

ODOT was selected over 16 other public and private companies, including Hewlett Packard,

Portland General Electric and the American Red Cross, for its contribution to the healthy lifestyles of Oregonians by example, effort and creativity.

Components of ODOT's health program include:

- **"Heart at Work" Program**--Cooperative effort of ODOT and the American Heart Association. Includes blood pressure screening, smoking cessation programs, nutrition, exercise and recognition of early signs and symptoms of heart disease.

- **Employee Assistance Program**--Offers referral treatment and/or counseling to employees whose job performance or personal life is suffering because of financial problems, substance abuse or stressful family situations.

- **First Aid/CPR Program**--Teaches basic first-aid procedures and life-saving resuscitation techniques each year to approximately 600 employees. Training provided to "emergency responders" in ODOT buildings.

- **Heart Check Program**--Medically-supervised coronary risk assessment designed to help people prevent heart disease. Includes questionnaire, blood pres-

sure check and follow-up blood analysis.

- **Stress Management Seminars**--Emphasize what employees can do to reduce their job-related stress.

- **"Brown Bag" Seminars**--Offered during the lunch hour to address topics such as nutrition, walking and exercise, cancer education and weight control.

- **Driving Awareness Program**--Provides information to employees who are parents of teen-age drivers to help them reduce the rate of teen-age accidents.

- **Health-related Information**--Booklets, newsletters, brochures and articles promote healthy lifestyles and prevent disease.

- **Safety Awards Program**--Provides incentives for Highway Division employees and work crews to prevent accidents and develop attitudes that result in safe behavior.

To develop program

Janet Rees from DMV Central Inquiry is ODOT's new Health Program Coordinator.

The Developmental Assignment position began Nov. 1 and will last one year.

As Health Program Coordinator, she will develop a wellness program for ODOT by looking at similar programs and surveying employees.



Janet Rees

Rees has been a freelance writer/stress management consultant and a day care giver for the YMCA.

5 and 10 Years Ago

NOVEMBER 1981

- An energy audit on the buildings in Region 1 revealed structural flaws and wasteful equipment choices and practices. An educational program was developed to create more awareness of energy-saving techniques.

- A raise in the discount rate of Willamette Valley Rail fares is expected to help increase the number of passengers traveling on the train, according to Ed Immel, Willamette Valley Rail project manager.

NOVEMBER 1976

- Oregon voters narrowly turned down Measure 8, with 52 percent "No" votes, to 48 percent "Yes" votes. Voters in the Tri-county metropolitan area generally supported the gas tax and weight-mile increase, but a heavy "No" vote in Southern Oregon made the difference.

Way Back When: Highway Shop Employees, May 1934



SHOP CREW--This photograph, taken in May 1934, shows the Oregon State Highway Department shop employees and buildings. All but one of the buildings (one on far right, for the supervisor of heavy equipment) have since been replaced, according to L.E. "Bud" George, state traffic engineer. Emil Halik, who was equipment superintendent at the time, is flanked by two ladies in the center of the front row.



ON ASSIGNMENT--Four ODOT employees are learning about the legislative process while in developmental assignment positions. From left are: Margo Marquez, Mison Hickey, Dee Jones and Norma Stroup.

Four given rotation jobs

Four ODOT employees are joining the legislative process, at least temporarily, to expand their skills through the Developmental Assignment Program.

Dee Jones, a right of way agent from the Region 2 office, and Norma Stroup, an assistant supervisor in the DMV technical support unit, are working as legislative bill analysts in the Budget and Management Division.

Mison Hickey, a highway maintenance worker 2 who has been working on a job rotation in Economic Services as a Research Analyst, shifts to the Legislative Fiscal Office as a Fiscal Impact Statement Coordinator.

Margo Marquez, a DMV clerical specialist, is working in the Budget and Management Division as a con-

tracts administrative assistant.

All four positions begin this month and run through June 1987 with the exception of Marquez's slot, which began in September and runs through January 1987.

Most of the four consider their rotational assignments opportunities to branch out into new fields. Or as Stroup put it, it's a chance to expand her perspective.

"I know the DMV perspective, but I want to know the whole process," she said. "I have wanted to learn how it all works, to see that legislative perspective--how it works with all agencies."

Jones, the second of two ODOT employees who will be working as legislative analysts, has previously worked in legislative administration, she said, but she sought the job rotation anyway.

Counseling...

Continued from Page 1

age 20-29; seven were 50-59; only one was over age 60.

Of the 73 who sought assistance through Cascade from July through September, 55 of the cases remain active. Seventeen of the cases were classified inactive and resolved, and only one was considered inactive and unresolved.

Thirty-two of the 73 cases were from outside the Marion-Polk-Yamhill county area.

Cascade services are available to all covered employees. Spouses and dependents living at home are also eligible to use the program.

Services outside of Salem and Portland are subcontracted by Cascade with local professionals.

Appointments may be made with counselors between 8:30 a.m. and 5 p.m. weekdays by calling: West Portland 245-3317; East Portland 253-3841; Salem 588-0777; and other areas 1-800-368-8810.

Holidays...

Continued from Page 1

- Contest for Best Homemade Christmas Tree Ornament by sections of ODOT--Dec. 8 entry deadline. Ornament must reflect a working section and be donated to ODOT tree for future use. Submit entry to ODOT Director's Office by Dec. 8.

- Annual Tree Trim--Dec. 12 from noon to 1 p.m. in Transportation Building lobby. Gov. Vic Atiyeh invited. Christmas music by the "Transtooters," a Dixieland jazz band, and the "Traffic Jammers," a choral group.

- Annual Retirees' Luncheon--Dec. 12 from 2-4 p.m., ODOT Conference Room, Main Floor, Transportation Building. Honoring 1986 retirees and former retirees.

- ODOT Family Day--Dec. 22 from 10 a.m. to 1 p.m., Transportation Building. Families invited to visit employees.

Moving up
Moving up
Moving up
Moving up



Central Services Division

Shirley Ziebart, management assistant C to Program Executive A, Salem.

Parks Division

Richard Reynolds, park aide to park ranger 2, The Cove Palisades State Park.

Larry Strenke, park ranger 1 to park ranger 2, Fort Stevens State Park.

Motor Vehicles Division

Chanell Conrow, data entry operator, Salem, to motor vehicle representative (MVR) 1, West Eugene.

Vera Hall, clerical assistant to clerical specialist, Salem.

David Hardaker, MVR 1 to MVR 2, Gladstone.

Karen Harris, word processing specialist, Salem, to MVR 1, Forest Grove.

Mitzi Lane, MVR 1, West Eugene, to MVR 2, Dallas.

Beverly McAlpine, MVR 2, Corvallis, to MVR 3, Salem.

Pat Maloney, clerical assistant, Salem, to MVR 1, Beaverton.

Laura Nichol, clerical specialist to secretary, Salem.

Katheryn Smelcer, data entry operator to clerical specialist, Salem.

Sharon Springer, MVR 1 to MVR 2, La Grande.

Michael Ward, administrative assistant 3 to program executive A, Salem.

Eugena Wilcox, laborer, East Portland, to MVR 1, Gladstone.

Highway Division

James Beam, electrician to lead electrician, Portland.

Henry Christensen, highway engineer (HE) 1 to HE 2, Salem.

Donald Cloyd, highway maintenance worker (HMW) 3 to HMW 4, Salem.

Raymond Cranston, HE 1 to HE 2, Roseburg.

William Dever, HMW 2 to HMW 3, Oakridge.

Richard Downs, HMW 2 to HMW 3, Coos Bay.

Ralph Favorit, HMW 4 to highway maintenance foreman (HMF) 2, The Dalles.

Fred Gustafson, HE 3 to HE 4, Salem.

William Hazlewood, highway maintenance supervisor (HMS) B to HMS D, Meacham.

Kathleen Grabski, program coordinator 1 to program executive B, Salem.

Erik Ingebretson, senior right of way agent to right of way supervisor, Milwaukie.

Albert Jacobson, HMW 3 to HMS A, Central Point.

Dale Johnson, HMW 2 to highway maintenance office manager (HMOM), Ontario.

Clayton Judd, engineering technician (ET) 1 to ET 2, Roseburg.

Jeffrey Lannigan, ET 1 to ET 2, Salem.

Larry Olson, HE 2 to HE 3, Milwaukie.

Roger Powers, environmental specialist 2 to program coordinator 2, Salem.

Edward Pulvermacher, HMW 3 to HMF 1, Coos Bay.

Luis Rodea, HE 1 to HE 2, Salem.

Patricia Rogers-Rochna, environmental technician 3 to environmental specialist 2, Salem.

Charles Sciscione, HMF 1 to HMS C, Milwaukie.

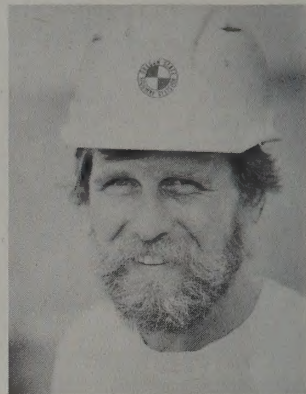
Keith Sorensen, ET 2 to HE 1, Salem.

James Stone, HMW 2 to HMW 4, Klamath Falls.

Walter Sullivan, supervising highway engineer (SHE) A to SHE C, La Grande.

Terry Thames, HE 1 to HE 2, Albany.

Steve Tuttle, HE 2 to HE 3, La Grande.



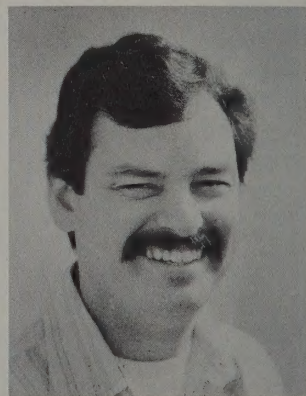
Dale Johnson



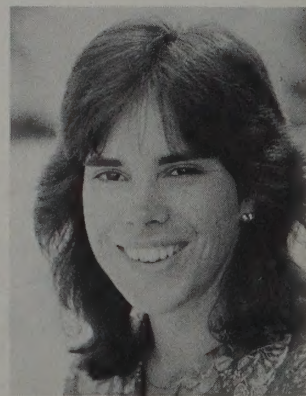
Kathleen Grabski



Albert Jacobson



David Hardaker



Patricia Rogers-Rochna

On the job with Karen Roach



By Andy Booz
Managing Editor

City head, country bred.

Before sunrise, Karen Roach wakes to country quiet, feeds Black Angus cattle and a corral full of Appaloosa and Arabian horses with hay grown on her 65-acre farm. She scrapes the manure from her boots, scrubs and pulls on her business clothes for a day in the city.

In Salem, she manages the Department of Transportation's "people programs"--collectively assembled under the Personnel Services Branch.

Like her country home life, she demands balance in work and blends the technical aspects of the personnel field with what she calls the "proactive" side.

The right balance

About one and one-half years after coming to ODOT, the Personnel and Labor Relations Section got a new name--the Personnel Services Branch--and Karen was handed a new title and new responsibilities. As assistant director of ODOT, she handles a scattering of people-oriented programs, including safety and employee development, as well as personnel and labor relations.

At the same time, she became less focused on the technical operations--filling positions, processing paper and addressing grievances, for example--and assumed a more preventative approach.

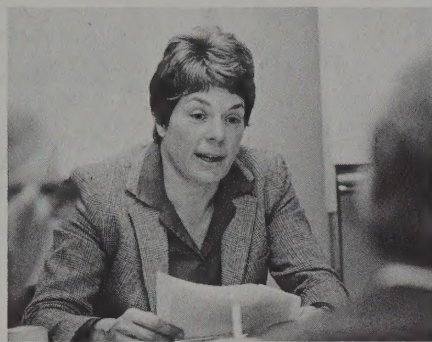
She likens the change in perspective to ODOT Director Fred Miller's leadership. Miller focuses on generating clearly articulated policy to prevent issues in the department from creating an uproar, she says.

Miller uses a participatory man-

agement style and Karen likes that. He seeks, even encourages, ideas from his executive staff and a total participation from them in meetings, then thoroughly supports their decisions. Karen considers it a "growth situation."

"If you go ahead and develop your people, your organization is only going to profit."

After graduating from North Bend High School, she studied political science and international affairs at Lewis and Clark College



and spent her junior year at the University of Vienna, Austria, as an international exchange student.

After graduating in 1963, she moved to the east coast and into covert circles as a general intelligence analyst for the Central Intelligence Agency. ("But I was no Mata Hari," she says.) She continued her travels--as a member of the U.S. skydiving team--for four years until she found her CIA job complicated by her involvement in international skydiving competitions. Trips to Bulgaria and Yugoslavia, for example, would require time-consuming clearance de-briefings.

She resolved the situation when, in 1969, she became a project manager for TRW, Inc.'s information system that coordinated data base development for the National Flight Data Center in Washington, D.C.

But in 1975, she felt a need to flee the big city and return

"home"--to Oregon.

She bought a farm in the Silverton hills, and tried her hand at farming with the help of family and friends. But she found farming was "sort of short on bucks and career growth," so she turned to government for a stable career.

She rose rapidly through the ranks in the Children's Services Division, first as a management analyst and later as CSD administrator--until, after six years there, she butted heads with the department director.

"If you go ahead and develop your people, your organization is only going to profit."

In May 1984, she was fired. "We had a disagreement over management style," she says.

Three years later, she considers her experience in what she calls the "Old School" management style a basis for a "greater appreciation" of Miller's leadership style.

Life in balance

She says she's happy at ODOT, but not complacent. Karen has a direction--an "overall mission," as she calls it. It's her business to recruit good people for the department, encourage their development and generally enhance employee productivity.

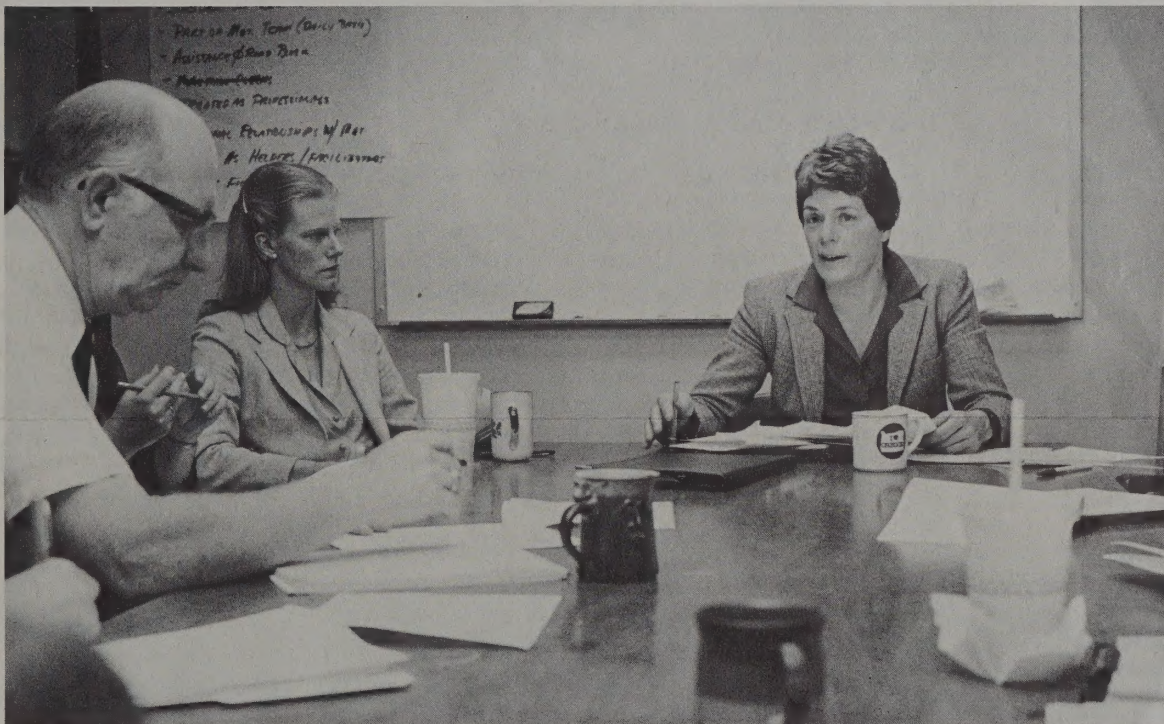
She has some frustrating moments, too. Working with the Executive Department on the employee classification study "hasn't been real productive" because communications have been strained at times.

"I used to be hopeful and optimistic about the classification system. Now I'm just hopeful."

But on the whole, things are working out for Karen.

Keeping ODOT's people programs involving, fulfilling and fair for 4,800 varied personalities remains a challenge. And the excitement of competitive sports, international travel--even a good book--add to the balance in Karen's life.

And besides, the farm always keeps her busy.



AT WORK--Staff meetings give Karen Roach, ODOT assistant director of Personnel Services, a chance to demonstrate her conviction that everyone should be encouraged to contribute their ideas. Participatory management adds balance to her work style, just as the farm does for her home life.



"After graduating from Lewis and Clark, she moved to the east coast and into covert intelligence circles for the CIA."

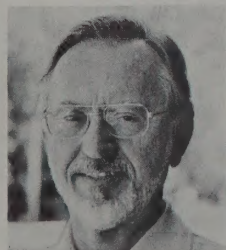
Retirees report

John Day, Salem, retired highway engineer 4, Specifications Unit, 1983.

"I haven't been working much, just been enjoying my retirement--with a lot of gall," John says.

But as a member of several civic organizations and a Salem community volunteer, he keeps busy.

John's a member of the Salem Optimist Club, where he also works



as editor of the club's weekly bulletin, and as a volunteer in Salem area youth programs--the girls state basketball tournament and a high school swing choir, for example.

Since retiring in January 1983, he has traveled to Southern California, for three or four weeks at a time, to visit friends and relatives.

Amateur golf competitions also take him around the state, to Corvallis, Hillsboro, Corvallis and the Eugene area, he said.

In his free time, he enjoys reading and working as a volunteer at the Salem Library.

Mahlon Glenn, Salem, quality control supervisor in construction, 1986.

Mahlon has just gotten a taste of retirement, having left ODOT in September. So far, he hasn't found himself missing work.

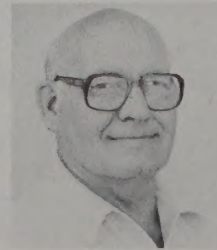
He's been catching up on some household chores, such as work-

Retired ODOT employees are asked to stop at headquarters, call 378-6546, or send summaries of recent activities to: VIA Editor, Public Affairs, 140 Transportation Building, Salem, OR 97310.

ing in the garden and getting the flower beds in order. The back yard had overgrown and now he's found the chance to get it "straightened out."

Sometime soon, he hopes to purchase a travel trailer so that he and his wife, Lois, can visit relatives in Colorado and Arizona.

"I'm not having any trouble keeping busy," he reports.

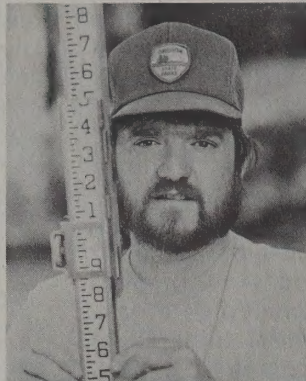


CANDID COMMENTS

"How is the Developmental Assignment Program working out for you?"

Related story, Page 6

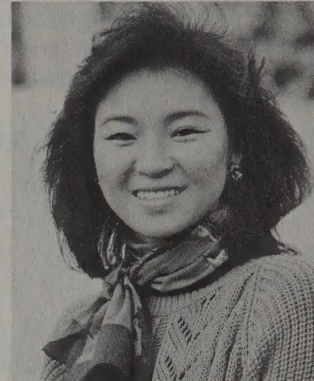
Pat Fertig
Computer Operator, Info Systems Branch
Rotated as Programmer Trainee, DMV



Loren Salling
Clerical Assistant, DMV
On rotation as Engineering Aide, Parks

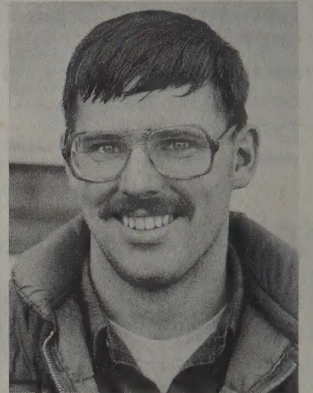


Julie Grimes
Clerical Specialist, DMV
On rotation as Engineering Aide, Region 2



Mison Hickey
Highway Maintenance Worker 2
On rotation as Research Analyst, Economic Services

Mark Grinde
Highway Maintenance Worker 3
On rotation as Maintenance Supervisor Trainee



Pat Fertig

I wanted to prove to myself and to other people I was capable of doing more. I wanted to take on something bigger. This chance allowed me to go to DMV and then to learn a lot about myself and about computer programming skills.

Loren Salling

It's been a chance to learn what it takes to do this job and what other Parks people do, too. This is more physical than a desk job. The program shows the state cares about its employees and wants them to try new things.

Julie Grimes

It gave me a foot in the door, a chance to prove myself to work in this field. Now I feel more qualified than any other applicant for this position. This program gives you a chance to try a job with an opportunity to back out if you want--at any time.

Mison Hickey

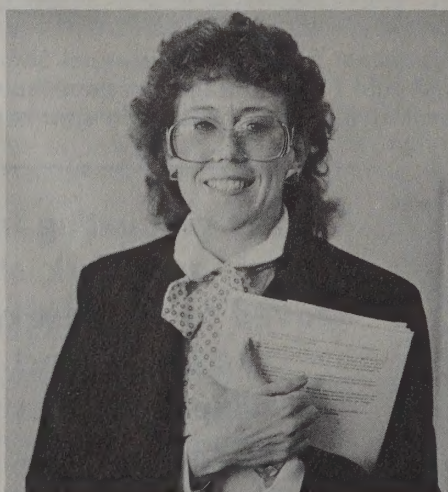
I learned quite a bit from school, but I've been able to refine my skills here--in computer research, writing and interacting with people. Now I know what I'm getting into. With anyone unsure of his career, the program would be of benefit to them.

Mark Grinde

It gave me insight into a possible management position and a chance to find out if management is something I don't like--or a field I hope to pursue. My only suggestion is that I'd like to see more people apply for job rotations.

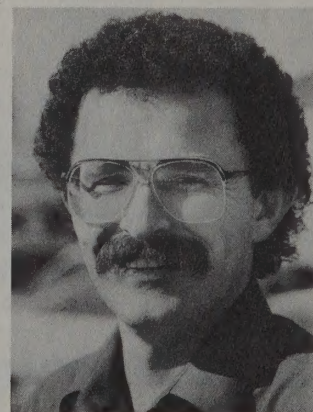


Ingrid Saltvold
Right of Way Trainee
Rotated into Environmental Section as Project Manager

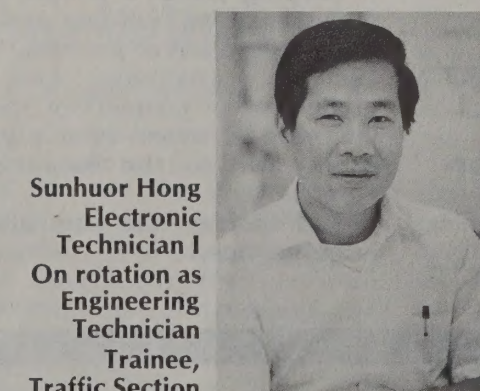


Gretchen Harvey
Administrative Assistant, Highway Equipment Shops
On rotation as Engineering Technician I, Traffic Section

Tim Avilla
Management Assistant C, DMV Field Services
Gained position through rotation
(Previously Motor Vehicles Rep. 3)



Ed Schoaps
Park Planner, Parks Design and Engineering
On rotation as Public Affairs Specialist, Central Services



Sunhuor Hong
Electronic Technician I
On rotation as Engineering Technician Trainee, Traffic Section

Ingrid Saltvold

It worked out great, and I really support the program. I had the opportunity to work with the project development process through to project approval. It opened up new directions for me and actually allowed me to meld my skills.

Sunhuor Hong

This has helped me a lot. It's an opportunity to learn more and be aware of safety on the road. My long-range goal is to become a highway engineer and I know I must learn more first before I can do that.

Gretchen Harvey

When the application came up, I jumped at it. I wanted to try something new and I did it with a sense of adventure. It was one of the more important career changes I've made in my life. I'd recommend the program to anybody to at least try.

Tim Avilla

With job rotation, you get a chance to see other fields without losing your old job. I applied because I knew I didn't want to stay in a DMV field office. The Developmental Assignment Program was a definite plus for me.

Ed Schoaps

It allowed me a chance to try my hand at my career interests and to prove myself. Only then did I realize I had the skills to do the job. There aren't many employers who are willing to take that kind of risk with an employee.